

DIVERSITY AND INCLUSION POLICY FOR THE

MANAGEMENT BOARD AND SENIOR MANAGEMENT OF SBM OFFSHORE N.V.

(effective date: December 15, 2025)

1 Introduction and Definitions

1.1 In line with the company wide Inclusion, Diversity & Inclusion Policy, which can be found on the Company [website](#), this Diversity and Inclusion Policy sets out the diversity and inclusion aspects and targets for the Management Board and Senior Management (the “Diversity and Inclusion Policy”). The Diversity and Inclusion Policy was amended and restated after the approval of the Supervisory Board on December 10, 2025.

1.2 Capitalized terms used in this Diversity and Inclusion Policy have the meaning set out in Schedule 1 of the Management Board Rules.

“Senior Management” means the non-statutory members of the Executive Leadership Team, the Executive Committee and the Country General Managers.

2 General

2.1 SBM Offshore fosters a culture of respect, integrity and continuous improvement, promoting collaboration across diverse perspectives to drive innovation and excellence. By ensuring psychological safety, SBM Offshore creates an environment where colleagues can be themselves, share experiences, and thrive. SBM Offshore values diversity in all forms, including gender, age, disability, ethnicity, sexual orientation, religion, education and national origin. SBM Offshore has zero tolerance for discrimination, harassment or inappropriate conduct, which forms the foundation of its Inclusion, Diversity and Equity approach.

2.2 Diversity and inclusion are not only foundational values for SBM Offshore, but they are also essential for the functioning of the Management Board and Senior Management. SBM Offshore acknowledges that a broad spectrum of backgrounds, experience, expertise and perspectives brings benefits to the Company and its Business. A diverse composition of the Management Board and Senior Management contributes to a well-balanced decision-making process and proper functioning of the organization and enables its members to have a valuable contribution in carrying out the (variety of the) responsibilities. The Company furthermore recognizes that diversity and inclusion should not be limited to the Management Board and Senior Management but also extended to all areas of the Company’s operations as per the Group Inclusion, Diversity & Equity Policy.

3. Diversity and inclusion aspects and targets

3.1 In line with Dutch statutory gender diversity legislation and the Code, the following diversity and inclusion aspects and targets have been identified as relevant for the Management Board and Senior Management to contribute to a diverse and inclusive composition:

- a) nationality/cultural background: The aspiration is to achieve fair and appropriate representation in the Management Board and Senior Management in terms of nationality, cultural background and experience relevant to the geographic regions in which the Company operates;
- b) gender: It is aspired to have fair and equal gender representation taking into consideration the specifics of the geographic region in which the Company operates. The target is that at least one

member of the Management Board should be female, and at least one member should be male. For Senior Management, it is aspired that at least one third is female, and at least one third is male.

- 3.2 The diversity and inclusion aspects and targets referred to in clause 3.1 shall be promoted by a consistent hiring practise and equitable treatment in human resource processes (i.e. focusing on identifying and mitigation biases in HR processes and placing dedicated attention where needed) when selecting persons to be nominated for appointment at Management Board and Senior Management level.
- 3.3 The Company will promote an overall inclusive culture and actively support its diversity and inclusion targets by facilitating ways of working that help to reach those targets.

4 Implementation and reporting

4.1 Meeting the diversity objectives

- 4.1.1. In general, while experience and strong performance are often weighing heavily on the decision to nominate a Management Board member for re-appointment, new appointments offer the opportunity to re-balance the Management Board's composition when necessary. When considering vacancies, particular attention is given to achieving and maintaining an appropriate balance in nationality, cultural background and gender. Additionally, experience and expertise are carefully considered. Ultimately the most qualified candidate will be nominated for appointment. These principles are equally applied to appointments within Senior Management.

4.2 Review and updates

- 4.2.1 The Company shall regularly review this Diversity and Inclusion Policy and update it if and when necessary.

4.3 Reporting

- 4.3.1 This Diversity and Inclusion Policy and the way it has been implemented in practice shall be explained in the annual report of the Company, addressing more specifically:
- a) the targets of the Diversity and Inclusion Policy;
 - b) how the Diversity and Inclusion Policy has been implemented;
 - c) the results of the Diversity and Inclusion Policy in the past financial year; and
 - d) if the targets of the Diversity and Inclusion Policy are not met, the state of affairs and measures to be taken to achieve the pursued situation will be explained.
